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DCI/IC 74-0910

9 JAN 1974

MEMORANDUM FOR: Deputy Director of Central Intelligence  
Deputy Director for Science and Technology  
Deputy Director for Intelligence  
Deputy Director for Operations

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent to CIA for comment on 1 November has been revised on the basis of proposals received from you, USIB principals and members of the NSCIC. The final list accommodates a considerable part of the CIA recommendations of 27 November. Topics on "Law of the Sea" and on "Nuclear Proliferation" were added to the list, and CIA proposals were used in revising the questions on "Soviet Political Dynamics," introducing a topic on "Soviet objectives in arms agreement negotiations," revising some of the Soviet military questions, and rewording a number of questions in several geographic sections.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

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"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult, and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby  
Director

DCI/IC/CS [redacted] ydm 9 Jan 74

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DCI/IC 74-0913

9 JAN 1974

MEMORANDUM FOR: Mr. W. Raymond Wannall  
Assistant Director  
Federal Bureau of Investigation

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

3. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

4. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

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5. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

6. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

7. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

8. Again, may I express my personal appreciation for your contribution to this project.

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W. E. Colby

DCI/IC/CS [ ] 9 Jan 74

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DCI/IC 74-0912

9 JAN 1974

MEMORANDUM FOR: Major General Edward B. Giller, USAF (Ret)  
Assistant General Manager for National Security  
Atomic Energy Commission

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

3. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

4. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

5. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

6. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

7. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

8. Again, may I express my personal appreciation for your contribution to this project.

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W. E. Colby

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DCI/IC 74-0911

9 JAN 1974

MEMORANDUM FOR: Lieutenant General Lew Allen, Jr., USAF  
Director, National Security Agency

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

3. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

4. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

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5. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

6. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

7. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

8. Again, may I express my personal appreciation for your contribution to this project.

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W. E. Colby

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DCI/IC 74-0909

9 JAN 1974

MEMORANDUM FOR: Major General George J. Keegan, Jr.  
ACofS, Intelligence  
Department of the Air Force

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 1 November has been revised on the basis of proposals received from you, other USIB principals, and members of the NSCIC. The final list accommodates a number of the Air Force proposals of 5 December, particularly the comments regarding the Middle East situation, Soviet naval systems and terrorism.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation

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process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult, and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions

7. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

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DCI/IC/CS [redacted] 9 Jan 74

W. E. Colby

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DCI/IC 74-0908

9 JAN 1974

MEMORANDUM FOR: Mr. William N. Morell  
Special Assistant to the Secretary  
for National Security Affairs  
Office of the Secretary of the Treasury

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent to you for comment on 1 November has been revised on the basis of proposals received from you, other USIB principals and members of the NSCIC. The final list accommodates a number of the recommendations you made, particularly with respect to the Economics section, and adds a "Law of the Sea" topic as you proposed. Your initiative in obtaining inputs from the Secretary of Commerce, CIEP, the Department of Agriculture and other elements of the Treasury Department proved quite helpful, not only for development of the Key Intelligence Questions but for other uses as well, since these comments indicate the needs of high level users of intelligence in the economic field.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

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W. E. Colby

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DCI/IC 74-0907

9 JAN 1974

MEMORANDUM FOR: Rear Admiral E. F. Rectanus  
Director of Naval Intelligence  
Department of the Navy

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 1 November has been revised on the basis of proposals received from you, other USIB principals and members of the NSCIC. The final list accommodates a considerable number of the Navy proposals of 29 November, particularly the comments on extension of Soviet naval capabilities, the attitude of littoral states to these activities, Soviet/Indian relations, North Korea and nuclear proliferation. Your forwarding of the comments you obtained from the various key Navy officers proved most helpful, and we will be able to make use of the ideas they offered even if all of the material did not get in the Key Intelligence Questions listing itself.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

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5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

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DCI/IC 74-0906

9 JAN 1974

MEMORANDUM FOR: Major General Harold R. Aaron  
ACofS for Intelligence  
Department of the Army

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 1 November has been revised on the basis of proposals received from you, other USIB principals and members of the NSCIC. The final list accommodates your recommendation of 20 November that a question on terroristic efforts directed against US interests worldwide be included.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis,

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and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult, and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be applied to the Key Intelligence Questions will be described in separate correspondence.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

DCI/IC/CS [ ] 9 Jan 74

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DCI/IC 74-0905

9 JAN 1974

MEMORANDUM FOR: The Honorable Henry A. Kissinger  
Chairman, NSCIC

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 which, as you and I have discussed, is being submitted to the NSCIC for approval. In the interim, I am distributing copies to the United States Intelligence Board so that we can be getting along with the many tasks which face us in the evaluation effort for which the Key Intelligence Questions are the basis.

2. The set of questions sent to you on 30 October has been revised on the basis of proposals received from your staff, from other NSCIC members and from the USIB principals. This final list accommodates many of the changes and additions your staff proposed in the response which General Scowcroft forwarded on December 10.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the 30 October list, or to revise the wording of the original questions to accommodate ideas presented in recommended additions. The list, as it is being submitted to the NSCIC, actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of the original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

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5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

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W. E. Colby

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DCI/IC 74-0904

9 JAN 1974

MEMORANDUM FOR: Admiral T. H. Moorer  
Chairman, Joint Chiefs of Staff

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent you for comment on 30 October has been revised on the basis of proposals received from you, other NSCIC members and the USIB principals.

3. You will note that the Introduction to the list of questions makes particular reference to the omission of departmental and tactical intelligence matters, which I recognize are of particular importance to the Department of Defense. The Introduction also states that the questions are "issued as guidance to the Intelligence Community for the collection and production of intelligence" and the reference to "tasking" has been deleted.

4. The final list accommodates nearly all of your recommendations as to changes which would make the Key Intelligence Questions compatible with the DIA Critical Near Term Defense Intelligence Objectives (CNTDIO) even though the wording of the individual key questions is not identical with that of items in the CNTDIO. The primary exception is the omission of the DIA item on "Status of US personnel not accounted for in SEA." I consider this an important matter of ongoing intelligence responsibility, much like our attention to warning problems, which also are not covered by the key questions.

5. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

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6. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

7. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

8. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

9. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

10. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

11. Again, may I express my personal appreciation for your contribution to this project.

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W. E. Colby

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DCI/IC 74-0903

**9 JAN 1974**

MEMORANDUM FOR: The Honorable William P. Clements, Jr.  
Deputy Secretary of Defense

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent to you on 30 October has been considerably revised on the basis of comments provided by you, other NSCIC members and the USIB principals. This final list accommodates many of the additions which you submitted, although in some cases the wording adopted is somewhat more generalized (e.g.,



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3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed additions was so great, however, that accommodating all of them would have changed the character of the listing. I wanted to keep the total number of questions small enough to be manageable, so the problem was to identify proposed additions of sufficient importance to substitute for some of those on the October list, or to revise the wording of the questions to accommodate ideas presented in recommended additions. As it is being submitted to the NSCIC, the list actually has fewer questions than were included in October, but 23 of the questions are new and 38 are revisions of original questions.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the

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effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

7. The evaluation system which will be used in following through on the Key Intelligence Questions effort is being described in separate correspondence to the members of the USIB.

8. In order to take full advantage of all of the ideas which were contained in the material submitted in response to my request for comments on the 30 October version of the Key Intelligence Questions, I am making a complete set of the inputs available to my National Intelligence Officers and to my Intelligence Community staff. I want the NIOs in particular to be aware of the various topics which all of those who reviewed the first listing considered were candidates for addition, so that the NIOs can use this information in development of their own programs.

9. Again, may I express my personal appreciation for your contribution to this project.

**SIGNED**

W. E. Colby

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DCI/IC 74-0902

9 JAN 1974

MEMORANDUM FOR: The Honorable Kenneth Rush  
Deputy Secretary of State

SUBJECT: Key Intelligence Questions for FY 1974

1. Attached is a copy of my Key Intelligence Questions for FY 1974 as I will submit them to the NSCIC for approval. The NSCIC will meet to consider this list in the near future, and in the interim I am distributing copies to the United States Intelligence Board so that we may get on with the many tasks which face us.

2. The set of questions sent to you on 30 October has been revised on the basis of proposals received from you, other members of the NSCIC and the USIB principals. This final list accommodates many of the changes and additions you proposed with respect to [redacted] the Soviet Union/Eastern Europe, the PRC, [redacted] and the Economics section. As you mentioned in your memorandum of 26 November, these key topics will be used in the context of the more comprehensive listing of the Attachment to DCID 1/2, "U.S. Foreign Intelligence Priorities," and it is for this reason, along with my desire to keep the list of key questions as short as feasible, that I omitted any special section on Africa. Nearly all of the African items listed in your memorandum are assigned low priority ratings in the DCID 1/2 Attachment.

3. I was very pleased to note the care with which the original set of Key Intelligence Questions was reviewed and the thoughtfulness of the proposed changes and additions. The total number of proposed changes was so great, however, that accommodating all of them would have changed the entire character of the listing.

4. The essential criteria applied to each question were that it identify a problem of major current importance to policy levels of the government, and that it provide a basis for measuring the effectiveness of the functioning of the intelligence community. Overall, an effort was made to keep the list relatively short and to include questions dealing with matters on which a considerable amount of resources are being or are likely to be devoted.

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5. As I reported to the President in my National Foreign Intelligence Budget Recommendations, Fiscal Year 1975:

"I intend that these questions serve as the primary near term guide to national intelligence collection, analysis, and production. They will be followed by an evaluation process to determine the degree to which various elements of the intelligence community contribute to answers. Future resource decisions will then be influenced by these Key Intelligence Questions and the comparative effectiveness of various intelligence community elements in answering them."

6. In my opinion, fundamental obstacles to the achievement of the related goals of improved product and better resource management have long been the separation of the substantive functions of intelligence from the allocation of resources, and the absence of a system for evaluating performance. Overcoming these obstacles will be difficult and any approach will have to be evolutionary, but I am initiating the effort through the articulation of the Key Intelligence Questions.

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9. Again, may I express my personal appreciation for your contribution to this project.

SIGNED

W. E. Colby

DCI/IC/CS [redacted] 9 Jan 74

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